



Theta Pro2Serve Management Company, LLC

DOE Contract No. DE-AC24-05OH20193

OP-07-007

January 26, 2007

Mr. Jud Lilly, Federal Project Director
Portsmouth/Paducah Project Office
U.S. Department of Energy
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Piketon, Ohio 45661

U.S. Department of Energy (DOE) Contract No. DE-AC24-05OH20193: Risk Management Plan for the Decontamination and Decommissioning (D&D) of the Portsmouth Gaseous Diffusion Plant (PORTS), Piketon, Ohio

Dear Mr. Lilly:

Please find enclosed the revised Risk Management Plan for the D&D of PORTS (DOE/PPPO/03-0026&D3). Revisions were made to the Risk Elements and Risk Information Forms. This deliverable is listed as Action No. 65 on the Pre-D&D Tracker.

If you have any questions or wish to discuss the status of this action item further, please contact me at (740) 897-3762.

Sincerely,

A handwritten signature in black ink, appearing to read "Roger D. McDermott".

Roger D. McDermott
VP Operations
Theta Pro2Serve Management Company LLC

RDM:am

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Reviewer (Signature) R.D. Couell

Date 3-2-09

**Risk Management Plan
for the
Decontamination and Decommissioning
of the
Portsmouth Gaseous Diffusion Plant,
Piketon, Ohio**



This document is approved for public release per review by:
Henry H. Thomas 1/25/07
PORTS Classification/Information Office Date

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Reviewer (Signature) R. A. Couell
Date 3-2-09

**Risk Management Plan
for the
Decontamination and Decommissioning
of the
Portsmouth Gaseous Diffusion Plant
Piketon, Ohio**

Date Issued – January 2007

Prepared for the
U.S. Department of Energy
Portsmouth/Paducah Project Office

THETA PRO2SERVE MANAGEMENT COMPANY, LLC
managing the
Infrastructure Activities at the
Portsmouth Gaseous Diffusion Plant
under contract DE-AC24-05OH20193
for the
U.S. DEPARTMENT OF ENERGY

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ACRONYMS

CD	Critical Decision
D&D	decontamination and decommissioning
DOE	U.S. Department of Energy
EM	Office of Environmental Management
IPT	Integrated Project Team
PB	Performance Baseline
PD	Project Director
PM	Project Manager
RMP	Risk Management Plan
WBS	Work Breakdown Structure

1. INTRODUCTION

This Risk Management Plan (RMP) describes the approach and methodology for identifying, analyzing, and handling risks associated with the decontamination and decommissioning (D&D) project at the Portsmouth Gaseous Diffusion Plant in Piketon, Ohio. The U.S. Department of Energy (DOE) defines risk management as the act or practice of controlling risk. Risk management is a program management tool to assess and mitigate events that might adversely impact the project, therefore, increasing the likelihood of project success. It includes risk planning, assessing risk areas, developing and implementing risk handling options, monitoring to determine how risks have changed, and documenting the overall risk management program. This plan provides guidance regarding risk management input and oversight for the Project Director (PD), the integrated project team (IPT), and other managers, staff, contractors, and workers.

This RMP presents the process for actively implementing risk management as part of the overall management of the project by the DOE Office of Environmental Management (EM). This plan is part of the documentation required to support approval of Critical Decision (CD)-1, which establishes the cost range and alternative selection for the project. Other documentation supporting approval of CD-1 is referenced throughout this document.

The project RMP has been developed in accordance with DOE Order 413.3, *Program and Project Management for the Acquisition of Capital Assets* (DOE 2000), and DOE M 413.3-1, *Project Management for the Acquisition of Capital Assets* (DOE 2003a). It follows DOE policies and guidelines, and guidance provided in the DOE Office of Engineering and Construction Management Project Management Practices, entitled *Risk Management Plan* (DOE 2003b).

1.1 PURPOSE

The RMP presents the process for implementing proactive risk management as part of the overall management of the Portsmouth Gaseous Diffusion Plant D&D project. Risk management is a program management tool to assess and mitigate events that might adversely impact the project. Therefore, risk management increases the probability/likelihood of project success.

This RMP will:

- Serve as a basis for identifying risks for elements of the project that could impact its scope, cost, schedule, or performance/technical and for selecting alternatives that will reduce those risks to support achieving goals;
- Assist in making decisions on budget and funding priorities;
- Provide risk information for milestone decisions; and
- Allow monitoring of the project as it proceeds.

The RMP describes methods for identifying, analyzing, prioritizing, and tracking risk drivers; developing risk-handling plans; and planning for adequate resources to handle risk. It assigns specific responsibilities for the management of risk and prescribes the documenting, monitoring, and reporting processes to be followed.

1.2 PROJECT SUMMARY

The Portsmouth Gaseous Diffusion Plant D&D project was initiated in response to DOE/PPPO/03-0003&D1, *Mission Need Statement for the Decontamination and Decommissioning of the Portsmouth Gaseous Diffusion Plant* (DOE 2005). This plan supports the overall EM mission of cleanup of the Portsmouth Gaseous Diffusion Plant site including ongoing remediation, excess of gaseous diffusion plant facilities, and disposition of depleted uranium hexafluoride (DUF₆). It is consistent with the Portsmouth/Paducah Project Office site initiatives and integration of other program office missions including the DOE strategic vision of complex-wide geographic site closures and landlord reductions, as well as, the construction and operation of a new gas centrifuge uranium enrichment plant known as the American Centrifuge Plant. These facilities will be built and operated by the United States Enrichment Corporation at the Portsmouth site.

A cost range and schedule for the project are presented in the Project Execution Plan. The project EM cleanup mission cost range is expected to be approximately \$2.8 to \$4.7 billion, and the project is scheduled for completion by Fiscal Year 2023.

1.2.1 Project Description

This project consists of the D&D of the excess gaseous diffusion buildings at the Portsmouth Plant in Piketon, Ohio. The process equipment will be removed and disposed, the structures and ancillary buildings will be demolished and disposed, and contaminated soils and groundwater under the buildings will be remediated, as necessary. To facilitate this work, additional activities will be performed including surveillance and maintenance, site preparation, characterization for worker safety and waste disposition, removal of hazardous materials, and storage, packaging, transportation, and disposal of waste generated from decommissioning. Also included in this project is the construction and operation of an onsite waste disposal cell to accept the majority of this waste.

1.2.2 Acquisition Strategy

The Project Acquisition Strategy documents the plan for developing and awarding a contract necessary to perform work that will maximize the opportunity for successful completion of the EM cleanup mission at the lowest cost.

The initial project strategy is that a D&D contract will be awarded that will include all phases of the Portsmouth Gaseous Diffusion Plant D&D project. This contractor will, in turn, be responsible to use the most appropriate subcontracting strategy to obtain any and all needed support services.

1.2.3 Project Management Approach

The Portsmouth Gaseous Diffusion Plant D&D project is managed in accordance with the project management concepts defined in DOE Order 413.3 and IPT guidance. The PD chairs the IPT with members from appropriate support organizations.

1.3 DEFINITIONS

1.3.1 Cost Risk

Cost risk is the risk associated with the ability of the project to achieve its life cycle cost objectives. Two risk areas bearing on cost are: (1) the cost estimates and objectives are not accurate and reasonable,

and (2) project execution will not meet the cost objectives as a result of a failure to handle cost, schedule, and performance risks.

1.3.2 Critical Program Attributes

Critical program attributes are the performance, cost, and schedule properties or values that are vital to the success of the project. They are derived from various sources, such as the acquisition strategy, project plans, the judgment of project experts, etc. The Portsmouth Gaseous Diffusion Plant D&D project will track these attributes to determine the progress in achieving the final required value.

1.3.3 Independent Risk Assessor

An Independent Risk Assessor is a person who is not in the management chain or directly involved in performing the tasks being assessed. Use of independent risk assessors is a valid technique to ensure that all risk areas are identified and that the consequence/impact and probability/likelihood (or process variance) are properly understood. The technique can be used at different project levels (e.g., PD, contractors, suppliers, vendors, etc). The PD will approve the use of independent assessors, as needed.

1.3.4 Metrics

Metrics are performance measures used to indicate progress or achievement.

1.3.5 Risk

Risk is a measure of the inability to achieve overall project objectives within defined scope, cost, schedule, and performance/technical constraints. It is a measure of the difference between actual and planned performance and has two components:

- Probability of failing to achieve a particular outcome, and
- Consequences/impacts of failing to achieve that outcome.

1.3.6 Risk Event

Risk events are those events within the Portsmouth Gaseous Diffusion Plant D&D project that, if they go wrong, could result in problems in the planning, preparation, construction, and/or activities related to the completion of the project. Risk events should be sufficiently defined such that the risk and causes are understandable and can be accurately assessed in terms of probability/likelihood and consequence/impact.

1.3.7 Risk Rating

Risk rating is the value given to a risk event (or the project overall) based on an analysis of the probability/likelihood and consequences/impacts of an event. For the Portsmouth Gaseous Diffusion Plant D&D project, risk ratings of Low, Moderate, or High will be assigned based on the following criteria:

- Low Risk: Has little or no potential for increase in cost, disruption of schedule, or degradation of performance. Actions within the scope of the planned project and normal management attention should result in controlling acceptable risk.
- Moderate Risk: May cause an increase in cost, disruption of schedule, or degradation of performance. Special action and management attention may be required to handle risk.

- High Risk: Likely to cause significant increase in cost, disruption of schedule, or degradation of performance. Significant additional action and high priority management attention will be required to handle risk.

When rating process variance from best practices, there is no rating of probability/likelihood. The level would be a measure of the variance from best practices.

1.3.8 Schedule Risk

Schedule risks are those risks associated with the adequacy of the time estimated and allocated for the development, design, construction, and operation of the facility/system. Two risk areas bearing on schedule risk are: (1) the schedule estimates and objectives are not realistic and reasonable, and (2) project execution will fall short of the schedule objectives as a result of failure to handle cost or performance risks.

1.3.9 Scope Risk

Scope risks addresses those aspects of the project where there is uncertainty regarding the nature and/or extent of the work that is to be included as part of the project. For example, additional characterization and negotiations with federal and state regulators must be completed before the final scope of this effort is fully defined. Many risk events that impact cost, schedule, or performance/technical aspects of the project could also affect the project scope, and scope risk events would likely impact these risk areas.

1.3.10 Technical Risk

Technical risk is the risk associated with the evolution of the design and implementation of the project elements affecting the level of performance necessary to meet the operational requirements. Safety, environment, disposition, support, and procurement are all technical risks. The contractor's and subcontractors' design, test, and processes (process risk) influence the technical risk and the nature of the product as depicted in the various levels of the Work Breakdown Structure (WBS) (product risk).

1.3.11 Templates and Best Practices

A "template" is a disciplined approach for the application of critical engineering and manufacturing processes that are essential to the success of most projects.

2. RISK MANAGEMENT APPROACH

2.1 GENERAL APPROACH AND STATUS

DOE M 413.3-1 (DOE 2003a), Chapter 14, indicates risks must be well understood, and risk management approaches developed, before decision authorities can authorize a program to proceed into the next phase of the acquisition process. Figure 1 shows how the Portsmouth Gaseous Diffusion Plant D&D project risk management fits into the phases and milestones of the acquisition process.

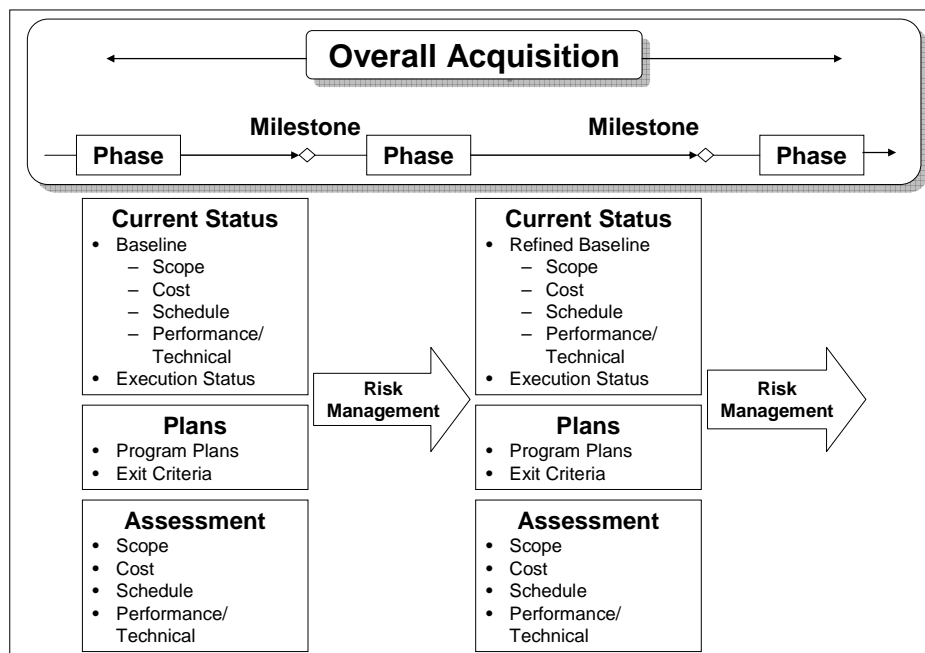


Fig. 1. Risk management and the acquisition process.

The Portsmouth Gaseous Diffusion Plant D&D project will use a centrally developed risk management strategy throughout the acquisition process and decentralized risk planning, assessment, handling, and monitoring. Portsmouth Gaseous Diffusion Plant D&D risk management is applicable to all acquisition functional areas. The Initiation phase of the project identified potential risk events and the Acquisition Strategy reflects the project's risk-handling approach.

Overall, the risk of the Portsmouth Gaseous Diffusion Plant D&D project was assessed as moderate, but acceptable. Moderate risk functional areas included scope, cost, funding, schedule, and technology. The remaining functional areas of engineering, hazard abatement, support, (schedule) concurrency, and environmental impact were assessed as low risk (see Appendix C for specific examples).

2.2 RISK MANAGEMENT STRATEGY

The basic risk management strategy is intended to identify critical areas and risk events, both technical and non-technical, and take necessary action to handle them before they become problems, causing serious cost, schedule, or performance impacts. This project will make extensive use of modeling and simulation, technology demonstrations, and prototype testing in handling risk.

Risk management will be accomplished using the IPT. The IPT should use a structured assessment approach to identify and analyze those WBS elements that are critical to meeting project objectives. They then develop risk-handling options to mitigate the risks and monitor the effectiveness of the selected handling options. Key to the success of the risk management effort is the identification of the resources required to implement the developed risk-handling options. Important inputs to risk management include the identification of critical project attributes (see Appendix A of this plan for example Risk Events).

Risk information will be captured by the IPT in a Risk Management Information System using a standard Risk Information Form (see Appendix B of this plan). The Risk Management Information System provides reports and is capable of preparing *ad hoc* tailored reports.

Risk information will be included in all project reviews, and as new information becomes available, the PD/Project Manager (PM) will conduct additional reviews to ascertain if new risks exist. The goal is to be continuously looking to the future for areas that may severely impact the program.

Risk Information Forms completed to date are included in Appendix C of this document.

2.3 ORGANIZATION

The risk organization that will be established for the Portsmouth Gaseous Diffusion Plant D&D program is shown in Fig. 2. This is *not* a separate organization, but rather shows how risk may be assigned into the project and shows risk relationships among the project team.

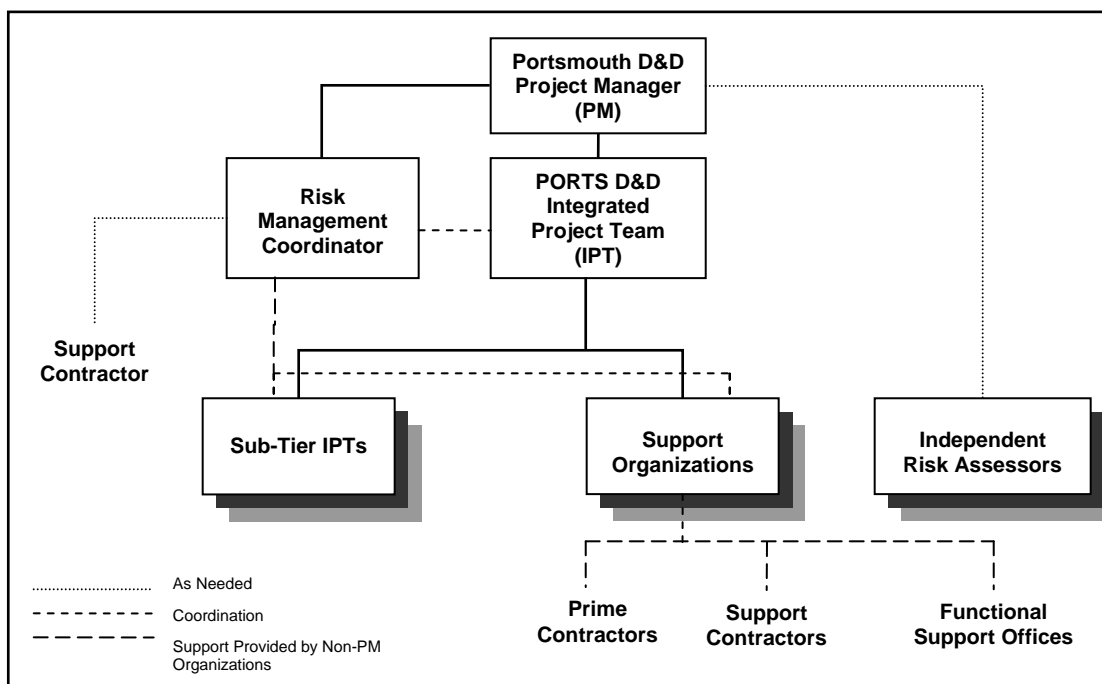


Fig. 2. Portsmouth Gaseous Diffusion Plant D&D Project Risk Management Organization.

2.3.1 Risk Management Coordinator

The Risk Management Coordinator is the overall coordinator of the project's Risk Management Program. The Risk Management Coordinator is responsible for:

- Maintaining this RMP;
- Maintaining the Risk Management Database;
- Briefing the PD/PM on the status of Portsmouth Gaseous Diffusion Plant D&D project risk;

- Tracking efforts to reduce moderate and high risk to acceptable levels;
- Providing risk management training;
- Facilitating risk assessments; and
- Preparing risk briefings, reports, and documents required for project reviews and the acquisition milestone decision processes.

2.3.2 IPT

The IPT is responsible for complying with the DOE risk management policy and for structuring an efficient and useful Portsmouth Gaseous Diffusion Plant D&D risk management approach. The PD/PM is the Chair of the IPT. The IPT membership may be adjusted as the project progresses.

The IPT is responsible for implementing risk management tasks per this Plan. This includes the following responsibilities:

- Review and recommend to the Risk Management Coordinator changes on the overall risk management approach based on lessons learned;
- Update the project risk assessments made during the project Initiation phase quarterly, or as directed;
- Review and be prepared to justify the risk assessments made and the risk mitigation plans proposed;
- Report risk to the PD/PM, with information to the Risk Management Coordinator via Risk Information Forms; and
- Ensure that risk is a consideration at each program review.

2.3.3 Portsmouth Gaseous Diffusion Plant D&D Independent Risk Assessors

Independent Assessors made a significant contribution to the Portsmouth Gaseous Diffusion Plant D&D risk assessments. The use of independent assessments is a means of ensuring that all risk areas are identified. The use of independent risk assessors will continue on an as needed basis.

2.3.4 User Participation

The user/owner organization is responsible for remaining fully involved in the risk management process, and identifying risks associated with system/facility operation (e.g., trained personnel).

2.3.5 Risk Training

The key to the success of the risk efforts is the degree to which all members of the team, both the DOE and contractor are properly trained. The Portsmouth Gaseous Diffusion Plant D&D project will provide risk training, or assign members to training classes, during project Initiation. Key personnel with Portsmouth Gaseous Diffusion Plant D&D management or assessment responsibilities are required to attend. All members of the team receive, at a minimum, basic risk management training. Portsmouth Gaseous Diffusion Plant D&D sponsored training is also planned and will be presented according to a schedule approved by the PD.

3. RISK MANAGEMENT PROCESS AND PROCEDURES

3.1 OVERVIEW

This section describes the Portsmouth Gaseous Diffusion Plant D&D project risk management process and provides an overview of the D&D risk management approach. The DOE defines risk management as the act or practice of controlling risk. It includes risk planning, assessing risk areas, developing risk handling options, monitoring risks to determine how risks have changed, and documenting the overall risk management program. Figure 3 shows, in general terms, the overall risk management process that will be followed in the Portsmouth Gaseous Diffusion Plant D&D project. This process follows DOE policies and guidelines and incorporates ideas found in other sources. Each of the risk management functions shown in Fig. 3 is discussed in the following paragraphs, along with specific procedures for executing them.

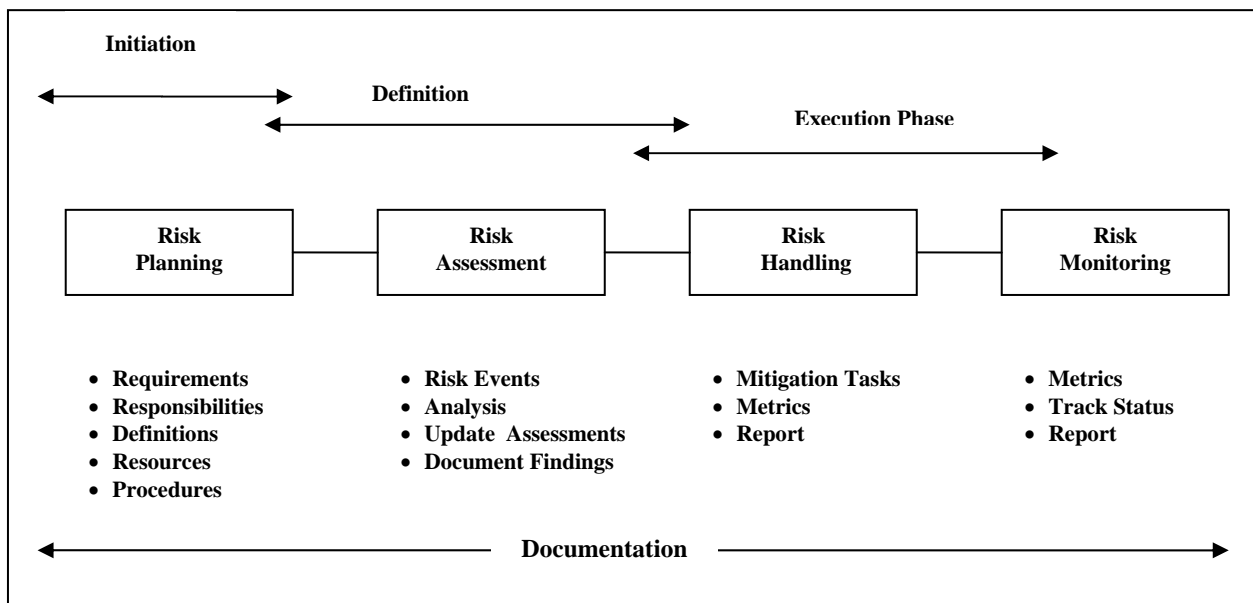


Fig. 3. Overall risk management process.

3.2 RISK PLANNING

3.2.1 Process

Risk planning consists of the up-front activities necessary to execute a successful risk management program. It is an integral part of normal project planning and management. The planning should address each of the other risk management functions, resulting in an organized and thorough approach to assess, handle, and monitor risks. It should also assign responsibilities for specific risk management actions and establish risk reporting and documentation requirements. This RMP serves as the basis for all detailed risk planning, which must be continuous.

3.2.2 Procedures

3.2.2.1 Responsibilities

The IPT is responsible for conducting risk planning, using this RMP as the basis. Planning covers all aspects of risk management to including assessment, handling options, and monitoring of risk mitigation activities. The Project Risk Management Coordinator monitors the planning activities of the IPT to ensure that they are consistent with this RMP and that appropriate revisions to this plan are made when required to reflect significant changes resulting from the IPT planning efforts.

Each person involved in the Portsmouth Gaseous Diffusion Plant D&D project is a part of the risk management process. This involvement is continuous and should be considered a part of the normal management process.

3.2.2.2 Resources and training

An effective risk management program requires resources. As part of its planning process, the IPT will identify the resources required to implement the risk management actions. These resources include time, material, personnel, and cost. Training is a major consideration. All IPT members will receive instruction on the fundamentals of risk management and special training in their area of responsibility, if necessary.

3.2.2.3 Documentation and reporting

This RMP establishes the basic documentation and reporting requirements for the project. The Portsmouth Gaseous Diffusion Plant D&D IPT will identify any additional requirements that might be needed to effectively manage risk at their level. Any such additional requirements will not conflict with the basic requirements in this RMP.

3.2.2.4 Metrics

The Portsmouth Gaseous Diffusion Plant D&D IPT will establish metrics to measure the effectiveness of their planned risk-handling options. See Table 1 of this plan for examples of metrics that may be used at Portsmouth.

Table 1. Examples of cost and schedule metrics

Cost	Schedule
Cost variance	Schedule variance
Estimate at completion	Abatement schedule performance
Management reserve	Construction schedule performance
Estimate to complete	Assessment schedule performance

3.2.2.5 Risk planning tools

The following tools can be useful in risk planning. It may be useful to provide this information to the contractors/subcontractors to help them understand the Portsmouth Gaseous Diffusion Plant D&D project's approach to managing risk. This list is not meant to be all-inclusive.

- DoD Manual 4245.7-M (DoD 1985), a DoD guide for assessing process technical risk.
- The Navy's Best Practices Manual (DoD 1986), NAVSO P-6071, provides additional insight into each of the Templates in DoD 4245.7-M and a checklist for each template.
- Program Manager's Work Station software, may be useful to some risk assessors Program Manager's Work Station has a Risk Assessment module based on the Template Manual and Best Practices Manual.
- Commercial and Government developed risk management software.

The latter includes Government software, such as *Risk Matrix* developed by Mitre Corporation for the Air Force and the New Attack Submarine's *On-Line Risk Data Base*.

3.2.2.6 Plan update

This RMP will be updated, if necessary, on the following occasions:

- Whenever the acquisition strategy changes, or there is a major change in project emphasis;
- In preparation for major decision points (e.g., a Critical Decision submission);
- In preparation for and immediately following technical audits and reviews; and
- Concurrent with the review and update of other project plans.

3.3 RISK ASSESSMENT

The risk assessment process includes the identification of critical risk events/processes, which could have an adverse impact on the project, and the analyses of these events/processes to determine the probability/likelihood of occurrence/process variance and consequences/impacts. It is the most demanding and time-consuming activity in the risk management process.

3.3.1 Process

3.3.1.1 Identification

Risk identification is the first step in the assessment process. The basic process involves searching through the entire Portsmouth Gaseous Diffusion Plant D&D project to determine those critical events that would prevent the project from achieving its objectives. All identified risks will be documented in the Risk Management Information System, with a statement of the risk and a description of the conditions or situations causing concern and the context of the risk.

Risks may be identified by the IPT, by any individual in the project, and by contractors/subcontractors. The IPT and contract organizations can identify significant concerns earlier than otherwise might be the case and identify those events in critical areas that need to be dealt with to avoid adverse consequences/impacts. Likewise, individuals involved in the detailed and day-to-day technical, cost, and scheduling aspects of the project are most aware of the potential problems (risks) that need to be managed.

3.3.1.2 Analysis

This process involves:

- Identification of WBS elements,
- Evaluation of the WBS elements using the risk areas to determine risk events,
- Assignment of probability/likelihood and consequence/impact to each risk event to establish a risk rating, and
- Prioritization of each risk event relative to other risks.

Risk analysis will be supported by a study, test results, modeling and simulation, trade study, the opinion of a qualified expert (to include justification of his or her judgment), or any other accepted analysis technique. Evaluators should identify all assumptions made in assessing risk. When appropriate, a sensitivity analysis should be done on assumptions.

Systems engineering analysis, risk assessments, and manpower risk assessments provide additional information for consideration. This includes, among other things, environmental impact, system safety and health analysis, and security considerations. Projects may experience difficulties in access, facilities, and visitor control that can introduce risk and this must be considered.

The analysis of individual risk is the responsibility of the IPT, or the entity to which the risk has been assigned. They may use external resources for assistance, such as field activities, laboratories, and contractors. The results of the analysis of all identified risks must be documented in the Risk Management Information System.

3.3.2 Procedures

3.3.2.1 Assessments general

Risk assessment is an iterative process, with each assessment building on the results of previous assessments.

For the project office, unless otherwise directed in individual tasking, project level risk assessments are presented at each project review meeting with a final update not later than 6 months before the next scheduled critical decision. The primary source of information for the next assessment is the current assessment baseline and existing documentation, the contract WBS, industry best practices, the Conceptual Design Report, the Performance Baseline (PB), and any contractor design documents.

The IPT will continually assess the risks, reviewing risk-mitigation actions and the critical risk areas whenever necessary to assess progress. For contractors, risk assessment updates should be made as necessary. The risk assessment process is intended to be flexible enough so that field activities, laboratories, and contractors may use their judgment in structuring procedures considered most successful in identifying and analyzing all risk areas.

3.3.2.2 Identification

A description of the step-by-step procedures that evaluators may use as a guide to identify program risks are as follows:

- **Step One** – Understand the requirements and the project performance goals, which are defined as thresholds and objectives. Describe the operational (functional and environmental) conditions under which the values must be achieved by referring or relating to design documents. The PB contains KPs.
- **Step Two** – Determine the engineering and manufacturing processes that are needed to design, develop, produce, and support the project. Obtain industry best practices for these processes.
- **Step Three** – Identify contract WBS elements (to include products and processes).
- **Step Four** – Evaluate each WBS element against sources/areas of risk.
- **Step Five** – Assign a probability and consequence/impact to each risk event.
- **Step Six** – Prioritize the risk events.

Following are indicators that the IPT may find helpful in identifying and assessing risk:

- **Lack of Stability, Clarity, or Understanding of Requirements:** Requirements drive the design of the system. Changing or poorly stated requirements guarantees the introduction of performance, cost, and schedule problems.
- **Failure to Use Best Practices** virtually assures that the project will experience some risk. The further a contractor deviates from best practices, the higher the risk.
- **New Processes** should always be suspect, whether they are related to design, analysis, or production. Until they are validated, and until the people who implement them have been trained and have experience in successfully using the process, there is risk.
- **Any Process Lacking Rigor** should also be suspect; it is inherently risky. To have rigor, a process should be mature and documented, it should have been validated, and it should be strictly followed.
- **Insufficient Resources:** People, funds, schedule, and tools are necessary ingredients for successfully implementing a process. If any are inadequate, to include the qualifications of the people, there is risk.
- **Test Failure** may indicate corrective action is necessary. Some corrective actions may not fit available resources, or the schedule, and (for other reasons as well) may contain risk.
- **Qualified Supplier Availability:** A supplier not experienced with the processes for designing and producing a specific product is not a qualified supplier and is a source of risk.
- **Negative Trends or Forecasts** are cause for concern (risk) and may require specific actions to turn around. There are a number of techniques and tools available for identifying risks, including:
 - **Best Judgment:** The knowledge and experience of the collective, multi-disciplined IPT members and the opinion of subject-matter experts are the most common source of risk identification.
 - **Lessons Learned** from similar processes can serve as a baseline for the successful way to achieve requirements. If there is a departure from the successful way, there may be risk.

- DoD 4245.7-M (DoD 1985) is often called the “Templates” book because it identifies technical risk areas and provides, in “bullet” form, suggestions for avoiding those risks. It focuses on the technical details of product design, test, and production to help managers proactively manage risk. It also includes chapters on facilities, logistics, and management, which make a useful tool in identifying weak areas of Portsmouth Gaseous Diffusion Plant D&D planned processes early enough to implement actions needed to avoid adverse consequences/impacts. A copy of this manual is available at: <http://web7.whs.osd.mil/dodiss/publications/pub2.htm>.
- The NAVSO P-6071 Best Practices Manual (DoD 1986) was developed by the Navy to add depth to the Template Book, DoD 4245.7-M.
- Critical Program Attributes are metrics that the project office develops to measure progress toward meeting objectives. Team members, IPTs, functional managers, contractors, etc., may develop their own metrics to support these measurements. The attributes may be specification requirements, contract requirements, or measurable parameters from any agreement or tasking. The idea is to provide a means to measure whether the project is on track in achieving our objectives.
- Methods and Metrics for Product Success is a manual published by the Office of the Assistant Secretary of the Navy Product Integrity Directorate. It highlights areas related to design, test, and production processes where problems are most often found and metrics for the measurement of effectiveness of the processes.
- Risk Matrix is another candidate for use by the PD/PM. It is an automated tool, developed by Mitre Corporation, that supports a structured approach for identifying risk and assessing its potential project impact. It is especially helpful for prioritizing risks.
- Requirements documents describe the output of risk efforts. IPT efforts need to be monitored continuously to ensure requirements are met on time and within budget. When they aren't, there is risk.
- Contracting for risk management helps ensure the people involved with the details of the technical processes of design, test, and production are involved with managing risk. The principle here is that those performing the technical details are normally the first ones to know risks exist.
- Quality Standards, such as ISO9000, ANSI/ASQC Q 9000, MIL-HDBK 9000, and others describe processes for developing and producing quality products. Comparing project processes with these standards can highlight areas for change to avoid risk.
- Use of Independent Risk Assessors is a method to help ensure all risk is identified. The knowledgeable, experienced people are independent from the management and execution of the processes and procedures being reviewed. Independent assessment promotes questions and observations not otherwise achievable.

3.3.2.3 Assessment

Risk assessment is an evaluation of the identified risk events to determine possible outcomes, critical process variance from known best practices, the probability/likelihood of those events occurring, and the consequences/impacts of the outcomes. Once this information has been determined, the risk event may be

rated against the project's criteria and an overall assessment of low, moderate, or high assigned. Figure 4 of this plan depicts the risk assessment process and procedures.

Critical Process Variance. For each process risk related event identified, the variance of the process from known standards or best practices must be determined. Figure 4 of this plan describes five levels (a-e) in the Portsmouth Gaseous Diffusion Plant D&D risk assessment process, with the corresponding criteria of *Minimal*, *Small*, *Acceptable*, *Large*, and *Significant*. If there is no variance then there is no risk.

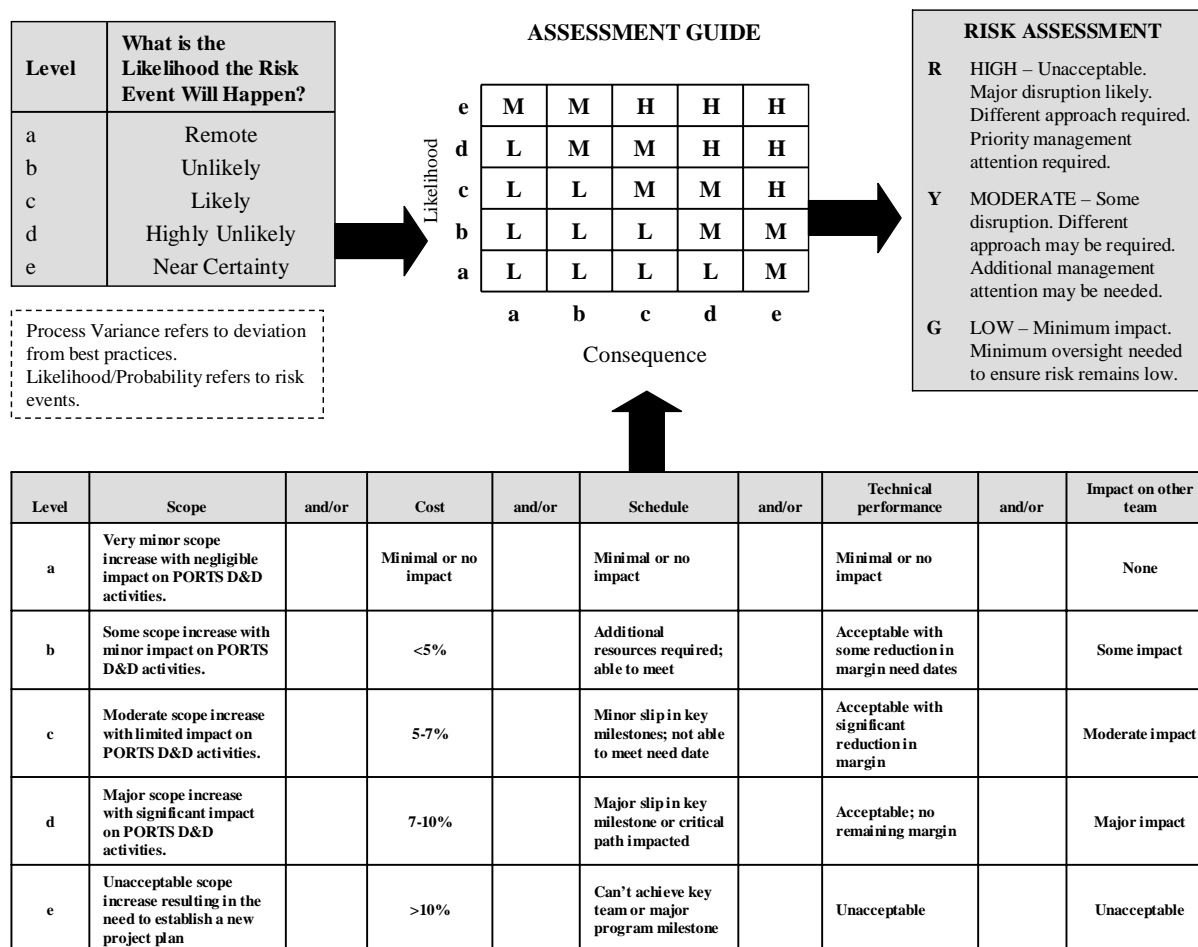


Fig. 4. Risk assessment process.

Probability/Likelihood. For each risk area identified, the probability/likelihood the risk will happen must be determined. As shown in Fig. 4, there are five levels (a-e) in the Portsmouth Gaseous Diffusion Plant D&D risk assessment process, with the corresponding subjective criteria of *Remote*, *Unlikely*, *Likely*, *Highly Likely*, and *Near Certainty*. If there is zero probability/likelihood of an event, by definition there is no risk.

Consequence/Impact. For each risk area identified, the following question must be answered: *Given the event occurs, what is the magnitude of the consequence/impact?* As shown in Fig. 4, there are five levels of consequence/impact (a-e) in the Portsmouth Gaseous Diffusion Plant D&D risk assessment process, with the corresponding subjective criteria of *Minimal*, *Acceptable*, *Moderate*, *Unacceptable* and *Catastrophic*. If there is zero consequence related to an event, by definition there is no risk.

“Consequence/impact” is a multifaceted issue. For this project, there are four areas that will be evaluated when determining consequence/impact: technical performance, schedule, cost, and impact. At least one of the four consequence/impact areas needs to apply for there to be risk; if there is no adverse consequence/impact in any of the areas, there is no risk.

- **Technical Performance:** This category includes all requirements that are not included in the other three metrics of the Consequence/Impact table. The wording of each level is oriented toward design processes, production processes, life cycle support, and to retirement of the system. For example, the word “margin” could apply to weight margin during design, safety margin during testing, or machine performance margin during production.
- **Schedule:** The words used in the schedule column, as in all columns of the Consequence/Impact table, are meant to be universally applied. Avoid excluding a consequence/impact from level consideration just because it doesn’t match specific definitions.
- **Cost:** Since costs vary from component to component and process to process, the percentage criteria shown in Fig. 4 may not strictly apply at the lower levels of the WBS. These IPT can set the percentage criteria that best reflects the situation. However, when costs are rolled up at higher levels, the following definitions will be used:
 - Level 1 - No change
 - Level 2 - <5%
 - Level 3 - 5 to 7%
 - Level 4 - 7 to 10%
 - Level 5 - >10%.
- **Impact on Others:** Both the consequence/impact of a risk and the mitigation actions associated with reducing the risk may impact other projects or organizations. This may involve additional coordination or management attention (resources) and may therefore increase the level of risk. This is especially true of common technical processes.

Risk Rating. Probability and consequence/impact should not always be considered equally. For example, there may be consequences/impacts so severe that they are considered high risk even though the probability to achieve a particular outcome is low. After deciding a level of process variance/probability/likelihood (a through e) and a level of consequence/impact (a through e), enter the *Assessment Guide* portion (see Fig. 4) to obtain a risk rating (green = LOW, yellow = MOD, and red = HIGH). For example; consequence/impact/process variance/probability/likelihood level 2b corresponds to LOW risk, level 3d corresponds to MOD risk, level 5c corresponds to HIGH risk. After obtaining the risk rating, make a subjective comparison of the risk event with the applicable rating definition in Figure A-4 (e.g., High = unacceptable, major disruptions, etc.). There should be a close match. If there isn’t, consider reevaluating the level of probability/likelihood or consequence/impact. Those risk events that are assessed as moderate or high should be submitted to the Portsmouth Gaseous Diffusion Plant D&D Risk Management Coordinator on a Risk Information Form. Figure 4 of this plan is useful to convey information to decision-makers and will be used primarily for that purpose. The PD/PM will use the Risk Tracking Report and Watch List.

3.4 RISK HANDLING

3.4.1 Process

After the project's risks have been identified and assessed, the approach to handling each significant risk must be developed. There are essentially four techniques or options for handling risks: avoidance, control, transfer, and assumption. For all identified risks, the various handling techniques should be evaluated in terms of feasibility, expected effectiveness, cost and schedule implications, and the effect on the system's technical performance, and the most suitable technique selected. The results of the evaluation and selection will be included and documented in the Risk Management Information System using the Risk Information Form. This documentation will include:

- What must be done,
- The level of effort and materials required,
- The estimated cost to implement the plan,
- A proposed schedule showing the proposed start date,
- The time phasing of significant risk reduction activities,
- The completion date and their relationship to significant project activities/milestones,
- Recommended metrics for tracking the action,
- A list of all assumptions, and
- The individual responsible for implementing and tracking the selected option.

3.4.2 Procedures

The IPT is responsible for evaluating and recommending to the PD/PM the risk-handling options that are best fitted to the project's circumstances. Once approved, these are included in the project's acquisition strategy or management plans, as appropriate.

For each selected handling option, the IPT will develop specific tasks that, when implemented, will handle the risk. The task descriptions should explain what has to be done, the level of effort, and identify necessary resources. It should also provide a proposed schedule to accomplish the actions including the start date, the time phasing of significant risk reduction activities, the completion date, and their relationship to significant project activities/milestones, and a cost estimate. The description of the handling options should list all assumptions used in the development of the handling tasks. Assumptions should be included in the Risk Information Form. Recommended actions that require resources outside the scope of a contract or official tasking should be clearly identified, and the IPTs, the risk area, or other handling plans that may be impacted should be listed. Reducing requirements as a risk avoidance technique should be used only as a last resort, and then only with the participation and approval of the user's representative.

3.5 RISK MONITORING

3.5.1 Process

Risk monitoring systematically tracks and evaluates the performance of risk-handling actions. It is part of the project management function and responsibility and should not become a separate discipline. Essentially, it compares predicted results of planned actions with the results actually achieved to determine status and the need for any change in risk-handling actions. The effectiveness of the risk-monitoring process depends on the establishment of a management indicator system (metrics) that provides accurate, timely, and relevant risk information in a clear, easily understood manner. The metrics

selected to monitor project status must adequately portray the true state of the risk events and handling actions. Otherwise, indicators of risks that are about to become problems may go undetected.

To ensure that significant risks are effectively monitored, risk-handling actions (which include specific events, schedules, and “success” criteria) will be reflected in integrated project planning and scheduling. Identifying these risk handling actions and events in the context of WBS elements establishes a linkage between them and specific work packages, making it easier to determine the impact of actions on cost, schedule, and performance. The detailed information on risk-handling actions and events is included in the RIF for each identified risk, and thus is resident in the Risk Management Information System.

3.5.2 Procedures

The functioning of the IPT is crucial to effective risk monitoring. The IPT is the “front line” for obtaining indications that risk-handling efforts are achieving the desired effects. The IPT is responsible for monitoring and reporting the effectiveness of the handling actions for the risks assigned. Overall Portsmouth Gaseous Diffusion Plant D&D project risk assessment reports will be prepared by the D&D Risk Management Coordinator working with the IPT.

Many techniques and tools (e.g., safety statistics, problem reports, incidents, etc.) are available for monitoring the effectiveness of risk-handling actions, and the IPT must ensure that they select those that best suit their needs. No single technique or tool is capable of providing a complete answer – a combination should be used. At a minimum, the IPT maintains a watch list of identified high priority risks.

Risks rated as Moderate or High risk will be reported to the Portsmouth Gaseous Diffusion Plant D&D Risk Management Coordinator, who tracks them, using information provided by the IPT, until the risk is considered Low and recommended for “Closeout.” The IPT retains ownership and cognizance for reporting status and keeping the database current. Ownership means implementing handling plans and providing periodic status of the risk and of the handling plans. Risk will be made an agenda item at each management or design review, providing an opportunity for all concerned to offer suggestions for the best approach to managing risk. Communicating risk increases the project’s credibility and allows early actions to minimize adverse consequences/impacts.

The risk management process is continuous. Information obtained from the monitoring process is fed back for reassessment and evaluations of handling actions. When a risk area is changed to Low, it is put into a “Historical File” by the Risk Management Coordinator and no longer tracked by the Portsmouth Gaseous Diffusion Plant D&D PD/PM. The “owners” of all Low risk continue monitoring Low risks to ensure they stay Low.

The status of the risks and the effectiveness of the risk-handling actions are reported to the Risk Management Coordinator:

- Quarterly
- When the IPT determines that the status of the risk area has changed significantly (as a minimum when the risk changes from high to moderate to low, or vice versa)
- When requested by the PD/PM.

4. RISK MANAGEMENT INFORMATION SYSTEM AND DOCUMENTATION

The Portsmouth Gaseous Diffusion Plant D&D project will use the D&D Risk Management database management system as its Risk Management Information System. The system will contain all of the information necessary to satisfy the project documentation and reporting requirements.

4.1 RISK MANAGEMENT INFORMATION SYSTEM

The Risk Management Information System stores and allows retrieval of risk-related data. It provides data for creating reports and serves as the repository for all current and historical information related to risk. This information will include risk assessment documents, contract deliverables, if appropriate, and any other risk-related reports. The PD/PM will use data from the Risk Management Information System to create reports for senior management and retrieve data for day-to-day management of the project. The project produces a set of standard reports for periodic reporting and has the ability to create ad hoc reports in response to special queries. See Appendix B of this plan for a detailed discussion of the Risk Management Information System.

Data is entered into the Risk Management Information System using the Risk Information Form. The Risk Information Form gives members of the project team, both DOE and contractors, a standard format for reporting risk-related information. The Risk Information Form should be used when a potential risk event is identified and is updated as information becomes available as the assessment, handling, and monitoring functions are executed.

4.2 RISK DOCUMENTATION

All project risk management information will be documented, using the Risk Information Form as the standard Risk Management Information System data entry form. The following paragraphs provide guidance on documentation requirements for the various risk management functions.

4.2.1 Risk Assessment Documentation

Risk assessments form the basis for many project decisions. From time to time, the PD/PM will need a detailed report of any assessment of a risk event. It is critical that all aspects of the risk management process are documented.

4.2.2 Risk Handling Documentation

Risk-handling documentation will be used to provide the PD/PM with the information he needs to choose the preferred mitigation option.

4.2.3 Risk Monitoring Documentation

The PD/PM needs a summary document that tracks the status of high and moderate risks. The Risk Management Coordinator will produce a risk tracking list, for example, that uses information that has been entered from the Risk Management Information System. This document will be produced on a monthly basis.

4.3 REPORTS

Reports are used to convey information to decision-makers and team members on the status of the program and the effectiveness of the risk management program. Every effort will be made to generate reports using the data resident in the Risk Management Information System.

4.3.1 Standard Reports

The Risk Management Information System will have a set of standard reports. If the IPT or functional managers need additional reports, they should work with the Risk Management Coordinator to create them. Access to the reporting system will be controlled; however, any member of the Government or contractor team may obtain a password to gain access to the information.

4.3.2 Ad Hoc Reports

In addition to standard reports, the PD/PM will need to create ad hoc reports in response to special queries. The Risk Management Coordinator will be responsible for these reports.

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5. REFERENCES

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- DOE 2003b. *Risk Management Plan, Revision E*, Office of Engineering and Construction Management, June 2003.
- DOE 2005. *Mission Need Statement for the Decontamination and Decommissioning of the Portsmouth Gaseous Diffusion Plant*, DOE/PPPO/03-0003&D1, August 2005.

APPENDIX A

EXAMPLE RISK ELEMENTS

Appendix A – Example Risk Elements									
RIN	WBS	Description	Risk				Probability	Consequence	Risk
			Scope	Cost	Schedule	Tech			
1	PORT.40.UD	Inadequate funding		X	X	X	Likely	Moderate	Medium
2	PORT.40.UD	Number of facilities to be D&D'd or remediated increases	X	X	X	X	Unlikely	Moderate	Low
3	PORT.40.UD	Definition of preferred scenario is incorrect	X	X	X	X	Likely	Moderate	Medium
4	PORT.40.UD	Inadequate/costly personnel, services or material resources		X	X		Likely	Acceptable	Low
5	PORT.40.UD	Inadequate scope definition	X	X	X		Likely	Moderate	Medium
6	PORT.40.UD	Major changes in Federal and/or state policies/regulations	X	X	X	X	Likely	Unacceptable	Medium
7	PORT.40.UD	Failure to achieve document approval		X	X		Likely	Moderate	Medium
8	PORT.40.UD.03.01	Disposal of inappropriate material in the on-site sanitary landfill		X	X	X	Likely	Moderate	Medium
9	PORT.40.UD	Unexpected Lawsuit		X	X		Likely	Acceptable	Low
10	PORT.40.UD	Poor relationships between D&D contractor, regulators and/or DOE	X	X	X	X	Unlikely	Unacceptable	Medium

Appendix A – Example Risk Elements (continued)									
RIN	WBS	Description	Risk				Probability	Consequence	Risk
			Scope	Cost	Schedule	Tech			
11	PORT.40.UD	Unanticipated work stoppage		X	X		Likely	Moderate	Medium
12	PORT.40.UD	Poor stakeholder/DOE relationship	X	X	X	X	Remote	Unacceptable	Low
13	PORT.40.UD	Delays in awarding contracts		X	X		Unlikely	Acceptable	Low
14	PORT.40.UD	Delays in SAB approval		X	X	X	Highly Likely	Unacceptable	High
15	PORT.40.UD	Failed regulatory strategy	X	X	X	X	Likely	Unacceptable	High
16	PORT.40.UD	Inadequate D&D planning	X	X	X	X	Likely	Moderate	Medium
17	PORT.40.UD.03.01	Off-site release of contaminants from on-site landfill		X	X	X	Remote	Unacceptable	Low
18	PORT.40.UD.03	Unable to dispose of anticipated waste in on-site landfill		X	X		Likely	Moderate	Medium
19	PORT.40.UD.03.01	Landfill inappropriately sized		X	X		Likely	Moderate	Medium
20	PORT.40.UD.03.01.02	Criticality in landfill		X	X	X	Remote	Unacceptable	Low

[illegible]

[illegible]

Appendix A – Example Risk Elements (continued)									
RIN	WBS	Description	Risk				Probability	Consequence	Risk
			Scope	Cost	Schedule	Tech			
37	PORT.40.UD	Use of heavy equipment (Negative Risk)		X	X		Likely	Moderate	Medium
38	PORT.40.UD.03.02	Disposal of slabs and foundations (Negative Risk)		X			Likely	Acceptable	Low
39	PORT.40.UD.03	Balance of soil and rubble (Negative Risk)		X			Likely	Acceptable	Low
40	PORT.40.UD	Recycling of materials (Negative Risk)		X			Likely	Acceptable	Low
41	PORT.40.UD	Inability to address DOE O 435.1		X	X	X	Unlikely	Acceptable	Low
42	PORT.40.UD	Inability to accomplish D&D as a CERCLA removal action		X	X		Unlikely	Acceptable	Low
43	PORT.40.UD	Optimal disposition path for HEU (Negative Risk)		X	X		Unlikely	Acceptable	Low
44	PORT.40.UD	Cultural resources or artifacts encountered			X		Remote	Acceptable	Low
45	PORT.40.UD	Ecological concerns during D&D		X	X		Remote	Acceptable	Low

[illegible]

Appendix A – Example Risk Elements (continued)

RIN	WBS	Description	Risk				Probability	Consequence	Risk
			Scope	Cost	Schedule	Tech			
55	PORT.40.UD	Reindustrialization of facilities slated for D&D	X	X	X	X	Unlikely	Acceptable	Low
56	PORT.40.UD	Early return of ACP support facilities (Negative Risk)		X	X		Unlikely	Minimal	Low

APPENDIX B

MANAGEMENT INFORMATION SYSTEM AND DOCUMENTATION

B.1. DESCRIPTION

In order to manage risk, a database management system is needed that stores and allows retrieval of risk-related data. The Risk Management Information System provides data for creating reports and serves as the repository for all current and historical information related to risk. This information may include risk assessment documents, contract deliverables, if appropriate, and any other risk-related reports. The Risk Management Coordinator is responsible for the overall maintenance of the Risk Management Information System, and he or his designee are the only persons who may enter data into the database. The Risk Management Information System will have a set of standard reports. If the IPT or functional managers need additional reports, they should work with the Risk Management Coordinator to create them. Access to the reporting system will be controlled; however, any member of the DOE or contractor team may obtain a password to gain access to the information.

In addition to standard reports, the PD/PM will need to create ad hoc reports in response to special queries etc. The Risk Management Coordinator will be responsible for these reports. Figure B-1 shows a concept for a management and reporting system.

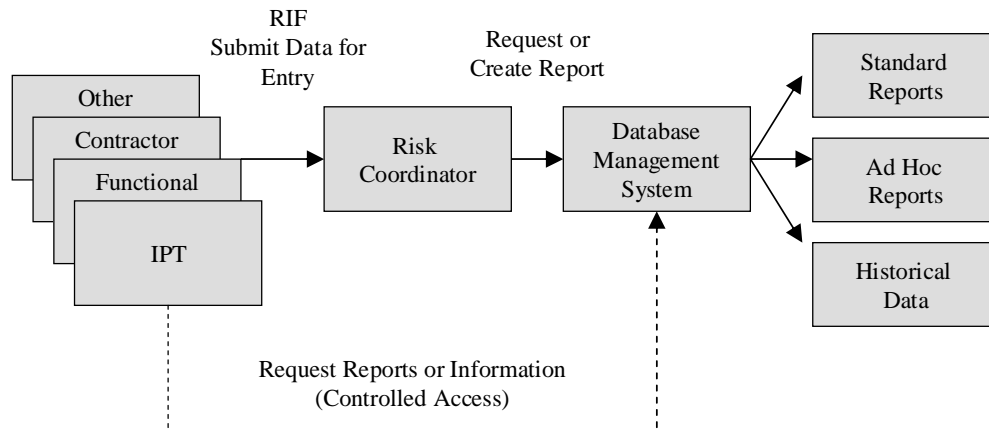


Fig. B-1. Concept for a management and reporting system.

B.2. RISK MANAGEMENT REPORTS – PORTSMOUTH GASEOUS DIFFUSION PLANT D&D PROGRAM

Following are examples of basic reports that a PD/PM may use to manage the risk program. Each user should coordinate with the Risk Management Coordinator to tailor and amplify reports, if necessary, to meet specific needs.

B.2.1 RISK INFORMATION FORM

The PD/PM needs a document that serves the dual purpose of a *source* of data entry information and a *report* of basic information for the IPT, etc. The Risk Information Form serves this purpose. It provides members of the project team, both DOE and contractors, a format for reporting risk-related information. The Risk Information Form should be used when a potential risk event is identified and updated as

information becomes available and the status changes. As a source of data entry, the Risk Information Form allows the database administrator to control entries. The format for a Risk Information Form is shown in Fig. B-2.

Portsmouth Risk Information Form					
Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:		
Statement of Risk (<i>state event and risk</i>): Inadequate funding could result in longer schedule duration and increased overall costs to the project.					
Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input type="checkbox"/>	
Probability (<i>quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)</i>):					
Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>	
Consequence of Event (<i>quantify the probability of the consequence without credit for implementation of the RHS</i>):					
Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>	
Overall Risk Level (<i>quantify the probability of the overall risk level without credit for implementation of the RHS</i>):					
Low <input type="checkbox"/>		Medium <input type="checkbox"/>		High <input type="checkbox"/>	
Risk Handling Strategies:					
RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
Residual Risk:					
		Best	Most Likely	Worst	
	Scope				
	Cost				
	Schedule				
	Technical				
Description of Residual Risk:					
Additional Comments (optional):					

Fig. B-2. Example format for a risk information form.

B.2.2 RISK ASSESSMENT REPORT

Risk assessments form the basis for many project decisions, and the PD/PM may need a detailed report of assessments of a risk event that has been completed. A Risk Assessment Report is prepared by the entity that assessed a risk event and amplifies the information in the Risk Information Form. It documents the identification, analysis, and handling processes and results. The Risk Assessment Report amplifies the summary contained in the Risk Information Form, is the basis for developing risk-handling plans, and serves as a historical recording of project risk assessment. Since Risk Assessment Reports may be large documents, they may be stored as files. Risk Assessment Reports should include information that links them to the appropriate Risk Information Form.

B.2.3 RISK-HANDLING DOCUMENTATION

Risk-handling documentation may be used to provide the PD/PM with information needed to choose the preferred mitigation option and is the basis for the handling plan summary contained in the Risk Information Form. This document describes the examination process for risk-handling options and gives the basis for the selection of the recommended choice. After the PD/PM chooses an option, the rationale for that choice may be included. There should be a time-phased plan for each risk-mitigation task. Risk-handling plans are based on results of the risk assessment. This document should include information that links it to the appropriate Risk Information Form.

B.2.4 RISK MONITORING DOCUMENTATION

The PD/PM needs a summary document that tracks the status of high and moderate risks. The Portsmouth Gaseous Diffusion Plant D&D project will use a risk-tracking list that contains information that has been entered from the Risk Information Form. An example of the tracking report/list is shown in Fig. B-3.

I.	Risk Area Status: Design	P _F : Hi	C _F : Hi
	Significant Design Risks:		
	1. Title: System Weight	P _F : Hi	C _F : Hi
	Risk Event:	Exceed system weight by 10%; increasing facility size and energy	
	Action:	Examining subsystems to determine areas where weight may be reduced. Reviewing the requirement. Closely watching the effect on reliability and survivability.	
	2. Title: Design Analysis	P _V : Hi	C _V : Hi
	Risk Event:	Failure Modes, Effects and Criticality Analysis (FMECA) is planned too late to identify and correct any critical single-point failure points prior to design freeze.	
	Action:	Additional resources are being sought to expedite performance of FMECA.	
II.	Risk Area Status: Supportability	P _F : Hi	C _F : Mod/Hi
	1. Title: Operational Support	P _F : Hi	C _F : Mod/Hi
	Risk Event:	Vessel subcontractor is in financial trouble and may go out of business. No other known sources exist.	
	Action:	Doing trade study to see if alternative designs have a broader vessel supply vendor base. Prime contractor is negotiating with the subcontractor to buy drawings for development of second source.	

Fig. B-3. Example of a risk tracking report.

B.3. DATABASE MANAGEMENT SYSTEM

The Portsmouth Gaseous Diffusion Plant D&D Risk Management Information System provides the means to enter and access data, control access, and create reports. Key to the Management Information System are the data elements that reside in the database. Listed in Table B-1 are the types of risk information that will be included in the database. “Element” is the title of the database field; “Description” is a summary of the field contents. The Risk Management Coordinator will create the standard reports such as, the Risk Information Form, Risk Monitoring, etc. The Risk Management Information System also has the ability to create “ad hoc” reports, which can be designed by users and the Risk Management Coordinator.

Table B-1. DBMS elements

Element	Description
Risk Identification (ID) Number	Identifies the risk and is a critical element of information, assuming that a relational database will be used by the PD/PM.
Date	Identifies the date the risk element is approved for entry into the Portsmouth Gaseous Diffusion Plant D&D Risk Management Information System
WBS Element Number	Identifies the WBS number to which the risk is assigned
WBS Element Description	Identifies the WBS element to which the risk is assigned
Risk Event	States the event and risk that may occur if a RHS is not identified and implemented.
Risk Type	Identifies the types of risk (scope, cost, schedule and/or technical) associated with the risk event
Probability	States the likelihood of the event occurring (remote, unlikely, likely, highly likely or near certainty) based on definitions in the project’s Risk Management Plan
Consequence	States the consequence of the event if it occurs (minimal, acceptable, moderate, unacceptable or catastrophic) based on definitions in the project’s Risk Management Plan
Overall Risk	States the overall risk of the event if it occurs (low, medium or high) based on definitions in the project’s Risk Management Plan.
RHS Number	Identifies the number of the individual RHS identified in the Risk Handling Strategies section of the Risk Information Form.
RHS Description	States the RHS(s) that will be used to mitigate or eliminate the identified Risk Event
Reduced/Enhanced Probability	Identifies whether implementation of the applicable RHS reduces/enhances the probability of the Risk Event
Reduced/Enhanced Consequence	Identifies whether implementation of the applicable RHS reduces/enhances the consequence of the Risk Event
Implementation Cost	Identifies whether implementation of the applicable RHS has a significant cost
Implementation Schedule	Identifies whether implementation of the applicable RHS has a significant impact on schedule
Residual Risk Scope	States the residual risk of the event (low, medium or high) in relation to scope after implementation of the RHS(s) under best, most likely and worst case scenarios
Residual Risk Cost	States the residual risk of the event (low, medium or high) in relation to cost after implementation of the RHS(s) under best, most likely and worst case scenarios

Table B-1. DBMS elements (continued)

Element	Description
Residual Risk Schedule	States the residual risk of the event (low, medium or high) in relation to schedule after implementation of the RHS(s) under best, most likely and worst case scenarios
Residual Risk Technical	States the residual risk of the event (low, medium or high) in relation to technical issues after implementation of the RHS(s) under best, most likely and worst case scenarios
Description of Residual Risk	States the residual risk of the event to occur after implementation of the RHS(s)
Additional Comments	Provides any comments that would enhance understanding

B.4. WATCH LIST

Risk elements that should be given special management attention are often entered into PD's/PM's risk watch list. Each element on the watch list is fully identified, along with risk action plans, action codes, due dates and completion dates, and if desired, responsible individuals. A watch list example is shown in Fig. B-4.

Potential Risk Area	Risk Reduction Actions	Action Code	Due Date	Date Completed	Explanation
•Accurately predicting seismic environment equipment will experience.	<ul style="list-style-type: none"> •Use multiple finite element codes & simplified numerical models for early assessments. •Seismic test simple isolated deck, and proposed isolated structure to improve confidence in predictions. 	SE03	31 Aug 01		
•Evaluating impact of the facility systems that are not similar to previous designs.	•Concentrating on modeling and scale testing of technologies not demonstrated successfully in large-scale tests or full-scale trials.	SE031	31 Aug 01		

Fig. B-4. Watch list example.

APPENDIX C

RISK INFORMATION FORMS COMPLETED TO DATE

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-1	Date: August 3, 2006	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk *(state event and risk):*

Inadequate funding could result in longer schedule duration and increased overall costs to the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Minimize fixed components of level-of-effort D&D costs to minimize overall costs associated with increased schedule duration.		X	X	

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Medium	

Description of Residual Risk:

Although minimizing fixed components of level-of-effort D&D costs will reduce impacts to overall project costs, significant funding reductions will result in longer schedule durations and increased project costs.

Additional Comments *(optional):*

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-2 Rev 1	January 4, 2007	PORT.40.UD	Undetermined

Statement of Risk *(state event and risk):*

An increase in the number of facilities to be D&D'd or remediated (e.g., X-734/X-735) would result in increased overall project scope impacting cost and schedule.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	A specific listing of the facilities to be included in the scope of this project has been finalized and is included in the CD-1 documentation.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Low	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Although a list of facilities to be included in this D&D project has been finalized, inclusion of Centrifuge facilities not originally included in the scope of this project or facilities assumed to be associated with long-term stewardship (e.g., pump and treat facilities) could still negatively impact overall project costs.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-3	August 3, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

A change in the definition of the preferred scenario could impact scope, cost and schedule.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Enhanced project planning associated with CD-2 preparation will reduce the potential for changes in scenario attributes.	X	X	X	
2	Strong owner's representation will allow for early identification of changes to the scenario attributes which should allow for effective, timely resolution.	X	X	X	

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Medium	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Medium	
	Technical	Low	Low	Medium	

Description of Residual Risk:

Despite strong planning and owners representation efforts, major changes in the definition of the preferred scenario could still have significant impacts to the overall project (e.g., changing from an on-site to off-site disposal).

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-4 Rev 1	January 5, 2007	PORT.40.UD	Undetermined

Statement of Risk *(state event and risk):*

Inadequate/costly personnel, services or material resources could delay the schedule and result in increased overall costs to the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Implementation of the completed Workforce Transition Plan should enhance personnel availability.	X	X	X	X
2	Development and implementation of a Resource Management Plan should identify resource requirements and allow for timely planning and availability of required resources.	X	X	X	X

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Development and implementation of the Workforce Transition Plan and Resource Management Plan should significantly reduce risk associated with resource availability.

Additional Comments *(optional):*

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-5	August 3, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Inadequate scope definition could allow for the addition of activities not originally included in the project scope. This could result in delays in the project schedule and increase overall costs to the project.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Early and effective characterization of hazardous materials (including those related to deferred units) should significantly reduce the potential for expansion of scope.	X	X	X	
2	Early and effective communication with regulatory agencies (e.g., EPA), will allow for timely resolution of regulatory issues.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Low	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Medium	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Effective characterization of hazardous materials does not eliminate the potential for new or different categorization of hazards.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-6 Rev 1	January 4, 2007	PORT.40.UD.01	Undetermined

Statement of Risk (*state event and risk*):

Major changes in Federal and/or state policies/regulations and/or priorities (inc. the potential for delays in initiating D&D) could negatively impact both schedule and cost.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Timely communication between the Integrated Project Team and the EM Program Office will allow for early identification and resolution of policy, schedule and priority related issues.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Medium	
	Cost	Low	Low	Medium	
	Schedule	Low	Medium	High	
	Technical	Low	Low	Medium	

Description of Residual Risk:

National priorities may change despite best efforts to plan and communicate.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-7 Rev 1	January 4, 2007	PORT.40.UD	Undetermined

Statement of Risk *(state event and risk):*

Failure to achieve approval of Contractor documents (e.g., Operational Readiness Review, SHPO, etc.) could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Early submission of a draft Contractor documents and other project documentation will allow for timely resolution of Safety Authorization Basis concerns.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

The significance of global nuclear safety issues to the Department will have an unknown potential impact on this project.

Additional Comments *(optional):*

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-8	August 3, 2006	PORT.40.UD.03.01	On-Site Disposal

Statement of Risk *(state event and risk):*

Disposal of inappropriate material in the on-site or commercial landfill could result in negative regulatory impact.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Implementation of an effective Waste Certification Program will reduce the potential for inappropriate disposal of waste in the On-Site Waste Disposal Facility (OSWDF).	X	X	X	

Residual Risk:

	Best	Most Likely	Worst	
Scope	N/A	N/A	N/A	
Cost	Low	Low	Medium	
Schedule	Low	Low	Medium	
Technical	Low	Low	Low	

Description of Residual Risk:

Absent 100% sampling and analysis, there remains the possibility that an inappropriate material could be disposed in the OSWDF.

Additional Comments *(optional):*

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-9	August 3, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

An unexpected lawsuit could cause schedule delays and increase overall project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Effective implementation of the Stakeholder Involvement Plan should reduce the potential for an unexpected lawsuit.	X			
2	Utilization of a CERCLA approach should also reduce this potential.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Implementation of an effective Stakeholder Involvement Plan and a CERCLA approach does not preclude the potential for a frivolous lawsuit.

Additional Comments (optional):

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Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-10 Rev 1	January 4, 2007	PORT.40.UD	Undetermined

Statement of Risk *(state event and risk):*

Poor relationships between the D&D contractor, regulators and/or DOE could result in schedule delays or unanticipated claims by regulators and negatively impact project costs.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Timely communication between the D&D contractor, regulators, and DOE will allow for early identification and resolution of issues.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Low	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Medium	
	Technical	Low	Low	Low	

Description of Residual Risk:

Timely and effective communication does not preclude differences in interpretation of issues.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-11	Date: August 3, 2006	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk (*state event and risk*):

An unanticipated labor-related work stoppage could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	The D&D contractor will be required to develop a comprehensive strategy for minimizing the potential for a work stoppage.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Medium	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

An effective labor relations program will reduce, not eliminate, the potential for a work stoppage.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-12	August 3, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Poor stakeholder/DOE relationships could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Adherence to the Stakeholder Involvement Plan will minimize the potential for poor relations between stakeholders and DOE.	X	X		
2	Timely communication between stakeholders and DOE will allow for early identification and resolution of issues.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Low	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Timely and effective communication does not preclude differences in interpretation of issues.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-13	Date: August 3, 2006	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk (*state event and risk*):

Delays in awarding of contracts could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Benchmarking of DOE sites that have performed D&D activities will be used to incorporate lessons learned related to awards of large contracts.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Incorporation of lessons learned does not preclude the potential of contested awards of D&D contracts.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-14	August 3, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Delays in achieving Safety Authorization Basis (SAB) approval could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input checked="" type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input type="checkbox"/>	High <input checked="" type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Early submission of a draft Conceptual Safety Design Report and other project documentation will allow for timely resolution of Safety Authorization Basis concerns.	X	X		
2	Utilization of lessons learned from other DOE sites should help to ensure preparation of a technically correct documentation.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	Low	Medium	High	
	Technical	Low	Low	Medium	

Description of Residual Risk:

Changing expectations/requirements related to the SAB could result in the need to revise this documentation prior to or after submission.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-15	August 3, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Failure to implement the planned regulatory strategy could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input type="checkbox"/>	High <input checked="" type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Parties will pursue interagency agreements with all appropriate regulators to ensure agreement on the regulatory approach to D&D.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Low	
	Cost	Low	Low	High	
	Schedule	Low	Low	Medium	
	Technical	Low	Low	Medium	

Description of Residual Risk:

New, more onerous regulatory requirement may be imposed.

Additional Comments (optional):

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Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-16 Rev1	January 4, 2007	PORT.40.UD	Undetermined

Statement of Risk *(state event and risk):*

Inadequate D&D planning, including issues identified during the project, could result in schedule delays and negatively impact project costs (e.g., such as failure of remedial actions identified during required 5 year reviews).

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Benchmarking visits to D&D activities at the Oak Ridge GDP and incorporation of lessons learned from similar activities is providing a strong technical and regulatory basis for Portsmouth D&D planning.	X	X		
2	Strong adherence to DOE project management guidance documents (DOE 413.3) will result in adequate D&D planning.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Low	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Unanticipated changes/issues in regulatory or policy requirements may not be adequately addressed despite strong planning efforts.

Additional Comments *(optional):*

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-17	August 3, 2006	PORT.40.UD.03.01	On-Site Disposal

Statement of Risk *(state event and risk):*

An off-site release of contaminants from the OSWDF could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Off-site migration of contaminants will be prevented through the appropriate design, construction, operation, and closure of the OSWDF.	X	X		
2	Migration of contaminants from the OSWDF will be detected through strategically placed monitoring devices prior to off-site migration.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

The hazardous nature of the contaminants in this landfill has the potential for significant impacts to the environment for an extremely long period of time.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-18	August 3, 2006	PORT.40.UD.03	Waste Disposal

Statement of Risk *(state event and risk):*

The inability to dispose of waste in the OSWDF could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Timely communication with affected regulators will allow for early identification and resolution of policy and priority issues related to the Waste Acceptance Criteria.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Medium	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Implementation of new regulatory requirements could still negatively impact overall project costs and schedule.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-19	August 3, 2006	PORT.40.UD.03.01	On-Site Disposal

Statement of Risk *(state event and risk):*

Inadequate On-Site Waste Disposal Facility (OSWDF) size could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Multiple studies have been conducted to estimate the waste quantity resulting in a high confidence level that the OSWDF will be sized adequately.	X			
2	Modular construction utilizing several cells for waste disposal will allow for real time planning for the size of the OSWDF.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Medium	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Unanticipated Nuclear Safety requirements may result in inefficient utilization of space resulting in the need for additional landfill area.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-20	August 3, 2006	PORT.40.UD.03.01.02	Waste Disposal Operations

Statement of Risk (*state event and risk*):

Uranium materials contained in deposits remaining in process equipment and from other sources could result in a nuclear criticality in the OSWDF.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Verbatim compliance with the requirements of the Nuclear Criticality Safety Program documents will reduce risks substantially.	X			
2	Integration of the Nuclear Criticality Safety Program into the landfill operations will reduce risks substantially.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

A criticality is not a credible event if the requirements of the Nuclear Criticality Safety Program are adhered to. The probability of an event is considered to be $<1 \times 10^{-6}$ criticalities per year.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-21 Rev 1	January 4, 2007	PORT.40.UD.03.01.02	Waste Disposal/Off-Site Disposal

Statement of Risk (*state event and risk*):

The unavailability of a disposition path for HEU, TRU and other radionuclides could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	D&D will be sequenced such that acceptable on-site storage remains until completion of removal of high assay material.		X	X	
2	The D&D contractor will be required to develop alternative waste treatment strategies for waste streams.		X	X	

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Medium	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

If a disposition path for HEU and other radionuclides remain unavailable, there will be continuing costs related to on-site storage or alternate disposal paths for these materials.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-22	Date: August 3, 2006	WBS Element Number: PORT.40.UD.02.02.01	WBS Element Description: Building and Facility D&D Process Buildings
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Statement of Risk (*state event and risk*):

SNM roll-up exceeding planned project security limits could result in schedule delays and negatively impact project costs.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Implementation of rigorous administrative controls related to tracking of nuclear materials will be used to prevent accumulation of HEU beyond limits that would require additional security controls.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Personnel failure to implement administrative controls could result in failure to prevent roll-up of HEU materials.

Additional Comments (optional):

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Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-23 Rev 1	January 4, 2007	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

A fatality, significant injury or other major event (e.g., major environmental insult, criticality, etc.) at PORTS or other DOE facilities could negatively impact schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Implementation of an effective Integrated Safety Management System (ISMS) program will substantially reduce the potential for a fatality, significant injury or other major events.	X			
2	A strong DOE and Owners Representative presence will ensure rigorous implementation of Safety and Health programs that will reduce the potential for fatality or significant injury.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Despite best onsite efforts related to planning and oversight, the potential remains for a serious offsite incident that could affect PORTS.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-24	August 3, 2006	PORT.40.UD.01	Undetermined

Statement of Risk (*state event and risk*):

A Characterization Sampling Plan that is inadequate for hazardous materials (including those related to deferred units) will negatively impact cost and schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Utilization of comprehensive waste acceptance criteria for the OSWDF will allow for disposal of a variety of hazardous materials.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Representative sampling that meets approved confidence level requirements does not preclude the potential that hazardous materials could be present in areas not anticipated.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-25	August 3, 2006	PORT.40.UD.02	Building and Facility D&D

Statement of Risk *(state event and risk):*

Failure to isolate site utilities as required could pose safety and environmental risk resulting in negative impacts to the project schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Utilization of site drawings and existing institutional knowledge will serve to identify and mitigate risk associated with energized systems.	X	X		
2	Rigorous implementation of ISMS requirements including programs such as lockout/tagout, excavation/penetration, and confined space entry will reduce the potential for safety and/or environmental risk.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

As-built drawings may be inadequate or nonexistent resulting in residual risk associated with energy isolation activities.

Additional Comments *(optional):*

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-26	August 3, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Mechanical lifting related failures during the project could result in negative impacts to the project schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Rigorous compliance with the DOE Lifting Manual and other ISMS related program requirements will reduce the potential for mechanical lifting related failures.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Inadequate institutional knowledge and/or lack of adequate documentation may still allow for inadequately planned lifts.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-27	August 3, 2006	PORT.40.UD.02.02	Building and Facility D&D Field Activities

Statement of Risk (*state event and risk*):

Unanticipated fissile material encountered during equipment removal could negatively impact cost and schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Comprehensive non-destructive assay data is available for D&D contractor use which will help to minimize the potential for discovery of significant quantities of unanticipated fissile material.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Medium	

Description of Residual Risk:

Shielding and other interferences may preclude accurate quantification of all deposits.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-28	Date: August 3, 2006	WBS Element Number: PORT.40.UD.02.02	WBS Element Description: Building and Facility D&D Field Activities
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Statement of Risk (*state event and risk*):

The inability to remove greater than safe mass deposits through segmentation could negatively impact cost.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Planning for the ability to thoroughly disassemble process equipment will provide a mechanism for proper disposition of the deposit.		X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	N/A	N/A	N/A	
	Technical	Low	Low	Low	

Description of Residual Risk:

Disassembly of the equipment will result in the potential for exposure to on-site workers to ES&H risk.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-29	Date: August 3, 2006	WBS Element Number: PORT.40.UD.02.02	WBS Element Description: Building and Facility D&D Field Activities
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Statement of Risk (*state event and risk*):

A criticality during equipment removal activities could negatively impact cost and schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Verbatim compliance with the requirements of the Nuclear Criticality Safety Program documents will reduce risk.	X			
2	Integration of the Nuclear Criticality Safety Program into the equipment removal operations will reduce risk.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

A criticality is not a credible event if the requirements of the Nuclear Criticality Safety Program are adhered to. The probability of an event is considered to be $<1 \times 10^{-6}$ criticalities per year.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-30	Date: August 3, 2006	WBS Element Number: PORT.40.UD.02.02	WBS Element Description: Building and Facility D&D Field Activities
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Statement of Risk (*state event and risk*):

A significant fire occurring during equipment activities could negatively impact cost and schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input checked="" type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Rigorous compliance with combustible loading limitations and compliance with ISMS program requirements including hot work control will reduce the potential for a significant fire.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Risk of a significant fire not directly related to D&D activities is unchanged.

Additional Comments (optional):

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Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-31	August 3, 2006	PORT.40.UD.02.02	Building and Facility D&D Field Activities

Statement of Risk (*state event and risk*):

Inadequate control of hazardous materials emissions during demolition could negatively impact the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Dust suppression methods will be utilized during the project to control hazardous material emissions.	X	X		
2	Routine air monitoring will assure sufficiency of the control program.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	N/A	N/A	N/A	
	Technical	Low	Low	Low	

Description of Residual Risk:

Dust suppression methods will not totally eliminate the potential for airborne emissions. Air monitoring detection systems will be unable to ensure that all air emissions have been identified and characterized.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-32	August 16, 2006	PORT.40.UD.02.02	Building and Facility D&D Field Activities

Statement of Risk (*state event and risk*):

As the GDP process system itself is dismantled, the structural integrity of the GDP buildings could become unstable and require a new work plan to be developed. This could possibly create a more hazardous work environment and could negatively impact the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	D&D of internal systems will be sequenced in a manner that will reduce or eliminate the potential for structurally significant element damage.	X			
2	A structural engineering assessment of the removal process will be used to identify structurally significant elements and implement mitigation strategies.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Damage related to natural phenomena may still occur.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-33	Date: August 16, 2006	WBS Element Number: PORT.40.UD.03.01	WBS Element Description: On-Site Disposal
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Statement of Risk (*state event and risk*):

Transportation of debris over open ground areas may damage underground utilities which could negatively impact the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input checked="" type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Assessment of underground utilities prior to transportation of waste to the on-site cell will allow for timely isolation of utilities and implementation of administrative controls in the event of failure.		X		
2	Areas that are identified as critical single-point failure systems may be bridged utilizing reinforced concrete to preclude unacceptable damage.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	N/A	N/A	N/A	
	Technical	Low	Low	Low	

Description of Residual Risk:

Failure to reinforce unidentified critical systems could still allow for transportation-related utility failures.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-34	Date: August 16, 2006	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk (*state event and risk*):

Non-GDP sections of the facility could be disrupted, either by accident or due to required work activities which could negatively impact other site missions.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Regular assessment of underground utilities will allow for timely isolation of utilities and implementation of administrative controls in the event of failure.	X			
2	Areas that are identified as critical single-point failure systems may be bridged utilizing reinforced concrete to preclude unacceptable damage.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	N/A	N/A	N/A	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Failure to follow prescribed procedures and administrative controls (e.g., human error) could still allow for significant impacts to other site missions.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-35	Date: August 16, 2006	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk (*state event and risk*):

Change in standards for equitable pay could negatively impact the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input checked="" type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input type="checkbox"/>	High <input checked="" type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Maintaining good relationships between labor and management will help to minimize effects related to changes in equitable pay.		X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Medium	High	
	Schedule	N/A	N/A	N/A	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Socio-economic impacts related to a long-term project can still negatively impact overall project costs.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-36	August 16, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Changes in security levels (e.g., Department of Homeland Security (DHS) level changes from yellow to orange or red) could negatively impact the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Development of a Security Vulnerability Assessment will identify proactive actions that will be implemented to reduce the consequence of these changes.		X		
2	A contingency plan will be developed and implemented as necessary allowing for long-term storage of materials and equipment on-site.		X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

.Security events outside the scope of those postulated in the Vulnerability Assessment could still occur.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-37	August 17, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Currently work is being estimated and planned using light to medium construction equipment. This may result in extended schedules and increased cost.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Use of heavy equipment could be implemented resulting in savings in schedule and cost.		X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Use of heavy equipment will require trained heavy equipment operators and may not be cost effective on a per ton and time basis.

Additional Comments (optional):

This is a negative risk

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-38	August 17, 2006	PORT.40.UD.03.02	Waste Disposal Off-Site Disposal

Statement of Risk *(state event and risk):*

Currently work is being planned assuming that the lower floor slabs and foundations of the GDP buildings are radioactively contaminated. This may result in increased cost.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	If contamination of this rubble is low enough that it could be sent to local landfills, the consequences for the off-site landfill scenarios could be significant.		X	X	

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	N/A	N/A	N/A	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

If errors are made in the characterization of the debris, contaminated materials could be inappropriately sent to local landfills.

Additional Comments *(optional):*

This is a negative risk

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-39	August 17, 2006	PORT.40.UD.03	Waste Disposal

Statement of Risk (*state event and risk*):

Currently work is being planned assuming a less than optimal balance between rubble and soil shipments is achieved. This may result in increased cost.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	If an enhanced balance between rubble and soil shipments is achieved, this may result in reduced cost.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	N/A	N/A	N/A	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

If adequate soil is not available, there could be delays in shipments or waste cell operations.

Additional Comments (optional):

This is a negative risk

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-40	Date: August 17, 2006	WBS Element Number: PORT.40.UD.03	WBS Element Description: Waste Disposal
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Statement of Risk (*state event and risk*):

Currently work is being planned assuming that the DOE moratorium on recycling of certain materials remains in place. This may result in increased cost.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	If the DOE moratorium on release of volumetrically contaminated metals is lifted, this may result in reduced cost.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	N/A	N/A	N/A	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

If errors are made in the characterization of the debris, contaminated materials could be inappropriately released.

Additional Comments (optional):

This is a negative risk

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-41	September 5, 2006	PORT.40.UD	Undetermined

Statement of Risk *(state event and risk):*

Inability of the D&D plan to satisfy requirements of DOE O 435.1 (including DOE M 435.1.1 and other referenced standards) could result in negative impacts to schedule and increased overall costs to the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	The D&D Contractor will be required to perform extensive planning to ensure that DOE O 435.1 requirements can be implemented in a timely and cost effective manner.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk:

Revisions to DOE O 435.1 could mandate additional requirements that impact cost and schedule.

Additional Comments (optional):

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Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-42	September 5, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Inability to accomplish D&D activities as a CERCLA removal action could result in D&D being performed as a CERCLA D&D remedial action resulting in negative impacts to schedule and increased overall costs to the project.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Parties will pursue interagency agreements with all appropriate regulators to ensure agreement on the regulatory approach to D&D.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Outside legal challenges force a change in the CERCLA removal action approach.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-43	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Currently work is being planned assuming a less than optimal disposition path for HEU. This may result in increased cost.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Disposition of HEU in an advantageous manner may be accomplished if appropriate disposal options can be identified and pursued early in the D&D planning process.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Even if an advantageous HEU disposition path can be identified, security concerns or HEU contaminants may preclude timely disposal of this material.

Additional Comments (optional):

This is a negative risk

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-44	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Cultural resources or artifacts could be encountered during excavations, which could negatively impact schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Assurance that an archeological assessment has been performed prior to construction of the OSWDF will reduce this potential.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Archeological assessments are only representative in nature and may not eliminate the potential that cultural resources or artifacts are discovered.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-45	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Ecological concerns could be encountered during D&D activities, which could negatively impact cost and schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Adherence to NEPA values will ensure that ecological concerns assessed and addressed prior to construction.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Unidentified species could be identified during D&D activities.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-46	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk *(state event and risk):*

Extreme weather could negatively impact cost and schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Schedules will be planned allowing for weather-related delays		X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Medium	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Unanticipated weather cycles could result in delays greater than anticipated.

Additional Comments *(optional):*

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-47	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Excavation and demolition of off-site utilities requires eminent domain action negatively impacting schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input checked="" type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input checked="" type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input type="checkbox"/>	Medium <input type="checkbox"/>	High <input checked="" type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Careful review of right-of-ways and easements will eliminate eminent domain impacts	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Medium	High	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Frivolous lawsuits cannot be anticipated.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-48	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

USEC retains occupancy of certain buildings throughout the demolition period, negatively impacting schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Enforcement of DOE rights within the lease will allow for timely deleasing and D&D of all USEC leased facilities.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

A legal challenge of DOE lease rights could still delay D&D of certain facilities.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-49	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Off-site leakage/spills/accidents could negatively impact schedule.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Use of an OSWDF will significantly reduce the volume of waste requiring off-site disposal.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk:

Despite a reduction in off-site shipments, leakage/spills/accidents could still occur.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-50	September 6, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Incorrect characterization of soils/waste could result in the need to exhume these materials after disposal, which could negatively impact cost.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input checked="" type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Rigorous controls during characterization will ensure that materials are characterized correctly and meet WAC criteria.	X			

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	N/A	N/A	N/A	
	Technical	Low	Low	Low	

Description of Residual Risk:

Statistical characterization does not preclude the potential that items some items may not meet WAC requirements.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number:	Date:	WBS Element Number:	WBS Element Description:
PORTS-RI-51	October 10, 2006	PORT.40.UD	Undetermined

Statement of Risk (*state event and risk*):

Reindustrialization of facilities slated for D&D could result in longer schedule duration and increased overall costs to the project.

Risk Type:	Scope <input checked="" type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Entities requesting recategorization of facilities slated for D&D for reindustrialization will be required to provide separate funding (including ultimate D&D funds) and appropriate technologies to perform all needed modifications (inc. decontamination) to accomplish this end	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	Low	Low	Low	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Medium	
	Technical	Low	Low	Low	

Description of Residual Risk: Outside entities may mandate reindustrialization without providing separate funding.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-52	Date: January 4, 2007	WBS Element Number: PORT.40.UD.04	WBS Element Description: Environmental Remediation/Deferred Units		
Statement of Risk (<i>state event and risk</i>): There are approximately 140 areas identified as deferred units for investigation and potential remediation under RCRA. The current agreed approach between DOE and Ohio EPA is to defer the investigation and remediation of the units until the D&D of the above grade structures and man made improvements are completed to allow ready access to the areas of concern. It is anticipated that 50% of the units will require remediation.					
Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>	
Probability (<i>quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)</i>):					
Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>	
Consequence of Event (<i>quantify the probability of the consequence without credit for implementation of the RHS</i>):					
Minimal <input checked="" type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>	
Overall Risk Level (<i>quantify the probability of the overall risk level without credit for implementation of the RHS</i>):					
Low <input checked="" type="checkbox"/>		Medium <input type="checkbox"/>		High <input type="checkbox"/>	
Risk Handling Strategies:					
RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Prior to D&D, deferred units will be addressed in accordance with the DOE proposed Deferred Unit Strategy Document and Ohio EPA will accept the document. If the Ohio EPA does not accept the plan the remedial investigation and remediation of the deferred units will take place during D&D of the deferred facility.	X	X		
Residual Risk:					
			Best	Most Likely	Worst
		Scope	N/A	N/A	N/A
		Cost	Low	Low	Low
		Schedule	Low	Low	Low
		Technical	Low	Low	Low
Description of Residual Risk: DOE would have to perform remediation on the remaining 50 % of the deferred units investigated.					
Additional Comments (optional):					

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-53	Date: January 4, 2007	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk (*state event and risk*):

Early transfer of the Portsmouth GDP facilities by USEC to DOE will require DOE to assume ownership of the facilities.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Maintaining good communications with USEC will ensure future plans are addressed as soon as practical. Likewise, completion of the SAN for S&M will allow for this transfer if required. (Note: If the funding transfers with the facility, there is minimal impact to schedule.)	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	Low	Low	Low	
	Technical	Low	Low	Low	

Description of Residual Risk: USEC could still request early transfer.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-54	Date: January 4, 2007	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk *(state event and risk):*

System, equipment and other infrastructure are not returned in serviceable condition.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability *(quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)):*

Remote <input type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input checked="" type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event *(quantify the probability of the consequence without credit for implementation of the RHS):*

Minimal <input type="checkbox"/>	Acceptable <input checked="" type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level *(quantify the probability of the overall risk level without credit for implementation of the RHS):*

Low <input type="checkbox"/>	Medium <input checked="" type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	Proper planning related to identified deficiencies will minimize the consequences of these risks.		X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Medium	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk: Equipments and systems will continue to degrade with time.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-55	Date: January 4, 2007	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk (*state event and risk*):

The current water delivery lines and outfall lines run several miles off site. If remediation requires removal of the lines, eminent domain may be required to excavate the buried pipe.

Risk Type:	Scope <input type="checkbox"/>	Cost <input type="checkbox"/>	Schedule <input type="checkbox"/>	Technical <input checked="" type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input checked="" type="checkbox"/>	Unlikely <input type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input checked="" type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	The D&D Contractor will develop a basis for leaving utilities in place or addressing needed legal remedies to ensure access to private property to remove same.	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	N/A	N/A	N/A	
	Schedule	N/A	N/A	N/A	
	Technical	Low	Low	Low	

Description of Residual Risk: The utilities in question are expected to contain little or no contamination and legal access to private property is ensured through existing easements.

Additional Comments (optional):

Portsmouth Risk Information Form

Risk Identification Number: PORTS-RI-56	Date: January 4, 2007	WBS Element Number: PORT.40.UD	WBS Element Description: Undetermined
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Statement of Risk (*state event and risk*):

Current plans call for a delay in D&D of some facilities supporting the American Centrifuge Plant (ACP). There may be a cost reduction opportunity to be realized if actions can be taken that will bring them into the D&D project sooner than we have estimated.

Risk Type:	Scope <input type="checkbox"/>	Cost <input checked="" type="checkbox"/>	Schedule <input checked="" type="checkbox"/>	Technical <input type="checkbox"/>
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Probability (*quantify the probability of the risk without credit for implementation of the risk handling strategy (RHS)*):

Remote <input type="checkbox"/>	Unlikely <input checked="" type="checkbox"/>	Likely <input type="checkbox"/>	Highly Likely <input type="checkbox"/>	Near Certainty <input type="checkbox"/>
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Consequence of Event (*quantify the probability of the consequence without credit for implementation of the RHS*):

Minimal <input checked="" type="checkbox"/>	Acceptable <input type="checkbox"/>	Moderate <input type="checkbox"/>	Unacceptable <input type="checkbox"/>	Catastrophic <input type="checkbox"/>
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Overall Risk Level (*quantify the probability of the overall risk level without credit for implementation of the RHS*):

Low <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	High <input type="checkbox"/>
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Risk Handling Strategies:

RHS No.	RHS Description	Reduced/Enhanced		Implementation	
		Prob.	Cons.	Cost	Schedule
1	After documenting potential savings (e.g., through a Value Engineering review), assess cost-effective opportunities to provide needed services through alternate means (i.e., without the need for the buildings/systems in question)	X	X		

Residual Risk:

		Best	Most Likely	Worst	
	Scope	N/A	N/A	N/A	
	Cost	Low	Low	Low	
	Schedule	Low	Low	Low	
	Technical	N/A	N/A	N/A	

Description of Residual Risk: Regardless of the D&D savings, USEC may not be inclined to support early D&D of ACP support facilities.

Additional Comments (optional):

This is a negative risk